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CALIFORNIA STATE UNIVERSITY LONG BEACH

CENTER FOR PUBLIC POLICY
AND ADMINISTRATION

Master of Public Administration Program

December 8, 1977

Mr. Stanley Scott
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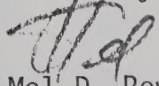
Dear Stan:

Attached for your information and possible review is a copy of the final report on structure of government submitted by the Mayor's Task Force on New Directions for the City of Long Beach to the Mayor and Council last summer. The report recommends a full-time Mayor, elected at-large, without additional duties or responsibilities beyond those generally associated with the ceremonial and leadership duties of a Mayor in a manager-council city. Based on a national survey of all council-manager cities with populations over 100,000 (70 cities) and the Charter cities in California (77, including 71 council-manager cities), and recognizing the political realities of the community, the Task Force suggested an annual salary for the full-time Mayor of \$20,000. The Task Force did not request that the City Council be full-time or that its current salary be increased. Tables in an appendix to the report describe the various structural characteristics of the 146 cities that were examined.

At this writing, the Task Force recommendations are being considered by the full City Council acting as the Charter Commission. My information is that the Recommendations would be disapproved by a 4 to 5 vote if voted on at this time. However, it appears that a new Blue Ribbon Citizen's Charter Revision Commission will be appointed to suggest changes to the Charter, and our Task Force recommendations will have raised the base of consideration, and accordingly, will bring the needed reform much closer to reality.


A major element in the report is a reflection of the need for policy (and political) leadership by a single and visible individual, in City affairs, and in relations with other communities, with the State level and at the National level. Much of this concept is discussed in the recommendations and I believe you will find them of interest.

Sincerely,


Mel D. Powell, Chairman
Committee on Structure of Government
MAYOR'S TASK FORCE ON NEW DIRECTIONS

MDP:ph
Attachment

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Long Beach. Mayor's task force
on new directions

A STUDY OF GOVERNMENTAL STRUCTURE IN

THE CITY OF LONG BEACH

SECTION I - SUMMARY OF FINDINGS AND RECOMMENDATIONS

A. Election of Mayor At-Large

Municipal Gov't -- CA -- Long Beach
Mayors -- " --
Long Beach -- Politics and Gov't
" -- Mayors

Findings - As specified in the City Charter, the selection of the Mayor by Citycouncilmembers from among the ranks of Council members denies to the citizens of Long Beach the opportunity for greater involvement on both the City-wide and local neighborhood levels.

Recommendation 1 - Amend the City Charter to provide for election of the Mayor directly by the people.

Finding - Election of the Mayor directly by the people would, as proposed in Recommendation 1 above, require that candidates for the position run in a city-wide, at-large election.

Recommendation 2 - Amend the City Charter to provide for a nominations process in an at-large city-wide election, and for the election of the mayor in an at-large city-wide election from among the two candidates receiving the largest number of votes in the nomination election.

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Finding - Election of the Mayor in an at-large city-wide election as proposed in Recommendation 2 above requires that the present number of nine Councilmanic Districts either be increased to 10 or be decreased to eight.

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Recommendation 3 - Amend the City Charter to reduce the number of Councilmanic Districts to eight, increase the geographic size and population of the new districts as appropriate, and retain the existing number of votes on the City Council at nine (eight Citycouncilmembers and the Mayor).

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1 B. Full-Time Status of Mayor

2 Finding - The Office of Mayor as a part-time activity is too
3 weak to provide needed City-wide leadership. The duties of the
4 Office require the attention of a full-time Mayor.

5 Recommendation 4 - Amend the City Charter to include the Mayor
6 as a full-time City official who shall devote his or her entire
7 time during business hours to the duties of the Office.

8 C. Commensurate Salary of Mayor

9 Finding - The salary paid to the Mayor should reflect the full-
10 time status, duties and responsibilities of the Office, and be
11 comparable to salaries paid to full-time mayors in other council-
12 manager cities similar in size to Long Beach.

13 Recommendation 5 - Amend the City Charter to reflect the
14 minimum salary of the Mayor as \$20,000 per annum.

15 Finding - (The following applies only in the event Recommenda-
16 tion 5 is not implemented). The salary currently paid to the
17 part-time Mayor does not appropriately reflect the additional
18 duties of the Office beyond the duties of other Councilmembers.
19 A majority of comparable council-manager cities recognize the
20 distinction between the mayor and councilmembers by providing
21 additional compensation to the Mayor.

22 Recommendation 6 - Amend the City Charter to provide for an
23 increase of the salary paid to the part-time Mayor to \$9,000.

24 D. Full-Time Status of Citycouncilmembers

25 Finding - The present structure of government provides for a
26 part-time City Council elected from Districts. Changing the status
27 of Citycouncilmembers to full-time would not assure a more
28 effective representative body. The current procedure of electing

1 Citycouncilmembers from Districts does assure a more effective
2 means for citizens of Long Beach to communicate with, participate
3 in and contribute to the large scale centralized city government.

4 Recommendation 7 - After fully considering the question of a
5 full-time versus a part-time City Council, it is recommended that,
6 due to the extensive changes already occurring in the process of
7 City government and recommended by the Task Force, the question of
8 a full-time versus part-time City Council remain open for further
9 study by the City Council and/or citizen groups in the future.

10 E. Commensurate Salary of Citycouncilmembers

11 Finding - The current salary level of Long Beach Citycouncil-
12 members appears to be appropriate, based on a study of comparable
13 cities with part-time Councils.

14 Recommendation 8 - Amend the City Charter to establish a base
15 salary of \$7,000 for Citycouncilmembers.

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1 SECTION II. ANALYSIS AND CHARTER AMENDMENT RECOMMENDATIONS -- THE
2 OFFICE OF MAYOR; ELECTION, FULL-TIME STATUS, AND
3 COMMENSURATE SALARY

4 A. Introduction

5 Although the title of Mayor of the City of Long Beach
6 suggests to the general public that the holder has powers, duties
7 or responsibilities similar in scope to the powers of relatively
8 well known mayors of cities such as Los Angeles or San Francisco,
9 in reality, the attachment of the title formally designates the
10 Citycouncilmember who has been selected by his or her peers on
11 the City Council as the individual who will sign official documents
12 on behalf of the City, preside at regularly held City Council
13 meetings, and perform ceremonial duties whenever the occasion
14 requires his or her presence.

15 Aside from limited expectations from the office holder as
16 provided in the City Charter, the position is essentially part-time,
17 both in practice and in pay. Given the City's prescribed (by
18 Charter) council-manager form of government, a full-time City
19 Manager has the many responsibilities and powers of an executive
20 generally exercised by the office of mayor in cities which have
21 a mayor-council form of government. As in most American cities
22 with the council-manager form of government, the Mayor is a member
23 of the City Council, who, together with other members of the
24 City Council, "makes policy," while the City Manager, employed by
25 the City Council as a full-time professional, "implements policy."

26 The following analysis of the office of mayor in the City
27 of Long Beach and in other council-manager cities focuses on
28 practices utilized in selecting the holder of the office, salaries
paid to mayors in various comparable cities, and the status of the

1 office-holder as a full-time or part-time official.

2 Election of the Mayor

3 The present governmental structure provides that the Office
4 of Mayor be filled by an election of a Citycouncilmember by the
5 City Council.

6 In the majority of American cities with the Council-manager
7 form of government, the office of mayor is filled by direct election
8 of the people. Among the council-manager cities in America that
9 are larger than Long Beach, only Cincinnati does not elect its
10 mayor at-large, while Dallas, San Diego, San Antonio, Phoenix,
11 Kansas City, San Jose, Fort Worth, Toledo, Oklahoma City and
12 Oakland elect their mayors directly.

13 The City of Long Beach is the largest city in California
14 that continues to deny its citizens the opportunity to elect their
15 mayor in an at-large election. There are a number of additional
16 compelling arguments that may be offered in support of the at-large
17 election of the Mayor.

18 Long Beach is one of the largest and most physically de-
19 centralized cities in California. The current procedure of
20 electing Citycouncilmembers from Districts assures a sound repre-
21 sentation system that provides access for the communication of needs
22 and grievances, and for citizen involvement on a local community
23 and neighborhood level. There is a need, however, to balance the
24 current institutional channel for the communication of neighborhood
25 goals with a means of permitting greater citizen participation on a
26 city-wide basis. A mayor elected at-large can serve as the
27 mechanism for bringing citizens together in an appropriate balance
28 of neighborhood concerns and city-wide needs. The Office of a

1 Mayor elected by all the citizens can serve as a focus for issues
2 that transcend neighborhood needs, and operate to maintain a sense
3 of "community" when city-wide interests are appropriate.

4 The City of Long Beach is facing two governmental crises --
5 uncertainty as to its ability to support financially its extended
6 services, and the uncertain commitment of its elected representa-
7 tives to oversee the long and short-term interests of the citizens.
8 As presently structured, the Office of Mayor does not adequately
9 represent all segments of this large and diverse City, and the
10 Office cannot adequately exert the influence needed to coalesce the
11 City Council into a body that can effectively address all of the
12 City's problems. A Mayor elected at-large will increase the
13 representativeness of the City Council. The need to balance "neigh-
14 borhood" with "city" responsibilities warrants having a Mayor
15 elected at-large.

16 C. Salary for the Office of Mayor

17 The responsibilities for providing the political and
18 community leadership necessary for this City's vital and costly
19 public activities warrant having a full-time Mayor and paying the
20 Officeholder a commensurate salary. The salary currently paid to
21 the Mayor is inadequate given the duties and responsibilities of
22 the Office. Given the need for a full-time Mayor, and assuming
23 this need will be met, the salary of the Mayor should be comparable
24 to salaries paid to full-time mayors in other council-manager cities
25 of comparable size. Salaries paid to the full-time mayors of the
26 14 council-manager cities in America with populations over 100,000
27 range from \$35,000 in Albuquerque to \$8,000 in Savannah, with an
28 average of \$19,822 for the 14 cities. The average salary for the

1 mayors in the three council-manager cities in California with full-
2 time mayors is slightly higher - \$20,278. On the basis of the above
3 averages, and in concert with the following recommendation that the
4 Office be full-time, the salary for a full-time Mayor of Long Beach
5 should be a minimum of \$20,000.

6 D. Salary for a Part-Time Mayor

7 In a majority of council-manager cities where the mayor is
8 part-time, the salary is set at a higher level than the salary for
9 other members of the City Council. Thirty eight of the 68 council-
10 manager California Charter Cities with part-time mayors pay their
11 mayors salaries that are larger than salaries paid to their
12 councils. Eight of these California Charter Cities pay their part-
13 time mayors a higher salary than the salary paid by Long Beach, an
14 average of \$10,096 compared with Long Beach's current level of
15 \$6,614 (all but San Jose are smaller in population than Long
16 Beach). Considering all American council-manager cities with
17 populations over 100,000, the average salary for part-time mayors
18 is higher than that paid in Long Beach - \$7,203. On the basis of
19 the above averages, and recognizing the large population and
20 complexity of Long Beach, the salary of the part-time mayor (if the
21 recommendation that the office be full-time is not implemented)
22 should be set at \$9,000, reflecting the additional duties and
23 responsibilities of the Office of Mayor over those assigned to
24 other members of the City Council.

25 E. Full-Time Status of the Mayor

26 In council-manager cities, the mayor serves as the head of
27 city government, and serves as the presider at council meetings, the
28 official greeter of important visitors, the speaker at luncheons,

1 conferences and other events, and the City's first citizen. As the
2 head of the city government, but not its chief executive, the
3 Mayor's role is as chairman of the City Council and the leader of
4 public policy. Exercising leadership in the making and forming of
5 public policy is a difficult responsibility. It requires sensitivity
6 and knowledge of traditions sacred to the community, an openness to
7 new ideas and changing citizen moods, and a willingness to confront
8 negativism, controversy and criticism. Policy leadership, coupled
9 with the delegated authority of the office to make policy decisions
10 in concert with the City Council, must be conducted with caution
11 and intelligence. Its exercise is fraught with dangers of rebuttal
12 and ridicule; but the alternative, diffused responsibility and a
13 lack of policy leadership, only compounds today's problem into a
14 state of crisis in the future.

15 The scope of leadership that is needed in a council-manager
16 city as diverse as Long Beach is policy leadership on a city-wide
17 basis. The need is for more than an airing of constituency demands,
18 or a need for arbitration among competing community interests. But
19 rather a concept of responsibility to the needs of the community
20 and the determination of how resources can be allocated to meet
21 such needs.

22 It is the conclusion of the Task Force that the policy
23 leadership demanded by the size and complexity of Long Beach
24 requires that the Mayor serve on a full-time basis; and that this
25 office serve as a critical focus for the sensing of public needs and
26 the garnering of the appropriate level of policy leadership needed
27 to meet such needs.

28 / / /

1 F. Principal Findings

2 This part of the report describes the Task Force's
3 principal findings and objectives supporting its recommendations.
4 Because of the comprehensive and integrated nature of the recom-
5 mendations, the brief description of a rationale may not reveal its
6 full significance. For this reason, all of the following items
7 should be treated as parts of a strategy designed to meet the
8 future needs of Long Beach for responsive government.

9 1. Direct Responsiveness to the People

10 Perhaps the basic argument supporting the recommenda-
11 tion of a full-time mayor elected at-large is that the
12 Office of Mayor should enjoy a privilege of independence from
13 the City Council, and a position of policy leadership in the
14 community. These imperatives are not available to a mayor selected
15 by the council and paid the same salary as other councilmembers.
16 A full-time mayor elected directly by the people can express the
17 public's best interests with a reduced sense of anxiety regarding
18 reprisals by a part-time council or special interests with
19 disparate constituencies. The enhanced status of the office, an
20 increase in time for city business, and an increase in attention to
21 the totality of the community, will permit the exercise of political
22 leadership based on the best analysis of all political, social and
23 economic needs and considerations. The role of the councilmember
24 may be over-shadowed under this model, particularly in specific
25 situations where individual members see themselves as advocates for
26 a political point of view which may be different from the centrist
27 view of the full-time mayor. The result need not necessarily be
28 seen as conflict in the negative sense; the resulting differences

1 can be in the form of dialogue and debate with a maximum degree of
2 input from the general public and a sense of openness and respon-
3 siveness to the public in the policy making process.

4 2. Increased Citizen Participation

5 The potential for visibility of a full-time mayor can be
6 viewed as an opportunity for increasing the level of participation
7 by the general public in both the election process and the public
8 decision making process. It may be argued that the election of a
9 mayor at-large will attract public debate and exposure of the total
10 electoral process, as is the case in a gubernatorial or presidential
11 race. The perceived importance of the position will conceivably
12 generate debate, press coverage, campaign promises, and the
13 examination and posturing of positions on major public issues. The
14 thesis following from this activity is that the public's attention
15 on the Mayor's election will force councilmanic candidates to state
16 their positions on public issues, and this in turn will result in a
17 greater degree of voter participation in the electoral process.
18 Presumably, this increase in interest and voting will also increase
19 the level of citizen involvement in the issues of the City.

20 3. Increased Visibility of the City

21 A major argument frequently offered in support of the full-
22 time mayor is the potential for increased participation by the
23 city's principal elected official in the development of state and
24 federal legislation, and the subsequent visibility of the city
25 in its dealings with administrative agencies charged with carrying
26 out the goals of the legislation. There may be considerable
27 advantage to the city's posture in its efforts to increase or
28 maintain federal and state support of its activities in inter-

1 governmental relations, if such efforts include the participation
2 of a nationally recognized full-time mayor, as is the case with
3 many other major American cities. Participation in the policy
4 development and legislative efforts of state and national
5 public interest groups representing the concerns of cities will
6 enhance the city's posture in intergovernmental relations.
7 Existing efforts of management staff would likely be enhanced by
8 the successful participation of a full-time mayor in the above
9 activities. For reasons inherent in the state and federal legisla-
10 tive process, considerably greater credibility is attributed to the
11 testimony and participation of elected officials than may be the
12 case with participants offering technical expertise.

13 There is considerable support for the office of full-time
14 mayor among observers who believe that a major role in the selling
15 and defense of controversial city programs must be played by
16 political leaders. This argument anticipates that a city manager
17 needs the support and assistance of a full-time mayor in the
18 presentation and selling to the Council of the public programs
19 that have policy or political ramifications. Of particular
20 importance in this view is the realization that a city manager
21 may, on certain occasions, require the participation of the
22 strongest political leadership in the community, and that this
23 policy leadership should be available and in the hands of an in-
24 dividual who is directly accountable to the people for actions
25 of the city.

26 4. Attracting the Best Candidates

27 The attractiveness and prestige of a full-time mayor's
28 office may operate to attract the "best" individuals in the

1 community to compete for the position. Given the difficulty in
2 pre-judging any particular set of personal attributes that may
3 constitute an optimum combination of abilities or qualities, and
4 recognizing that such combinations will change from term to term,
5 the hope is that the people will in their wisdom and judgment
6 select the "best" candidate -- and that hopefully the position
7 is sufficiently attractive to encourage full participation by
8 all potential candidates.

9 5. Increasing Public Attention to Governmental Process

10 A final major argument that may be examined is the belief
11 that the office of a full-time mayor will serve as a catalyst
12 for a relatively high degree of exchange and dialogue between the
13 mayor and the Council, and also between the elected officials and
14 the management staff. A full-time mayor will focus the people's
15 attention on important issues, and this crystalization will serve
16 as a means of permitting general public understanding of the issues.
17 Inherent in this argument is the assumption that a full-time mayor,
18 probably with the assistance of an appropriate staff, will examine
19 proposals offered by the management staff, determine the public's
20 views on the issues through various means (such as public meetings),
21 search for support among other members of the council, and generally
22 improve and increase the visibility of the development of public
23 policy.

24 G. Analysis of Findings

25 There may be valid arguments against many of the above
26 findings. Of basic importance, unless a city's charter specifies
27 that a mayor may not engage in "other business or practice," a
28 full-time mayor with a commensurate full-time salary may give as

1 much of his time (or less than) to the task of being a mayor as
2 many individuals who have served as part-time mayors with token
3 salaries. Further, part-time mayors in many council-manager cities
4 frequently are retired individuals who willingly serve voluntarily
5 on a full-time basis, although their salaries may be minimum
6 reflections of their contributions, and their positions are con-
7 sidered part-time in the formal sense.

8 Whether the argument of increased responsiveness to the
9 people is valid will probably depend entirely on the personal traits
10 of the individual incumbent. There can never be a guarantee that
11 any particular candidate for a full-time office of mayor will
12 indeed provide political leadership, serve as a conduit for the
13 people, coordinate and integrate diverse views, serve as a buffer
14 for the city manager, encourage dialogue, increase citizen input
15 and help to make the city governing process more open and responsive
16 to the public. Fortunately for the citizens of every community,
17 the recurrent opportunity to change the incumbent through the
18 election procedure is guaranteed (although citizens have no direct
19 opportunity to vote the mayor out of office in cities where that
20 office is filled through selection by and from among the council-
21 members).

22 While the question of good faith and personal qualities is
23 a major concern in determining the status of a mayor of a council-
24 manager city, of possibly greater importance is the sense that a
25 full-time mayor will, at least on some issues if not on all, tend
26 to interfere with the work of the management staff and the city
27 manager. The frequently expressed opinion of many observers of the
28 political arena is that a full-time mayor will employ that position

1 as a stepping stone to higher office. And accordingly, a full-time
2 mayor will necessarily need to be in the public's scope of
3 attention on a relatively continuing basis. To maintain this high
4 level of visibility, a mayor will need a staff of sufficient size to
5 produce comprehensive studies on major issues that are independent
6 of studies by management staff. This perception of staff need and
7 growth is probably an accurate assessment of the nature of political
8 office. The need for information by the full-time mayor may also be
9 a reflection of a sense of accountability to the public; a sense
10 that the office of the mayor should be fully knowledgeable of all
11 the facets and ramifications of, and all the arguments for and
12 against the city's action or inaction regarding every policy
13 question. Aside from the difficult task of recruiting and selecting
14 a staff capable of adequately studying all the possible policy
15 implications of such a diverse enterprise as local government, there
16 is the separate question whether the citizens of a community can
17 comfortably and safely rely on studies by the management staff to
18 determine major policy questions; whether the public should expect
19 that policy questions (i.e., political questions regarding the
20 expenditures of public monies) be answered by management staff; and
21 further, whether the only effective checks and balances in the
22 policy process be in the form of studies and pronouncements by
23 voluntary organizations, such as voluntary business groups,
24 voluntary citizens groups and the press.

25 In order to determine the scope of appropriate activities
26 for a full-time mayor, an important distinction needs to be made
27 between decisions that are of a technical nature and that properly
28 fall within the responsibility of management staff, and decisions

1 that are of a policy (political) nature and that properly fall with-
2 in the purview of the elected officials of a community. At one end
3 of the spectrum are questions of a technical nature that require
4 the full attention of professionals (e.g., how a street should be
5 repaved); while at the other end of the spectrum are questions of
6 a policy nature that elected officials must be responsible for
7 answering (e.g., should streets be repaved, or should available
8 funds be employed in increasing police protection). The difficult
9 question is whether a part-time mayor, presumably without
10 adequate staff to study this question and hundreds like it, can
11 be an effective political leader (i.e., policy maker)? If the
12 office of mayor is full-time, given ceremonial duties and other
13 responsibilities, the office may not function effectively if an
14 appropriate level of staff does not support the mayor in efforts
15 to determine the interests of the general public and the implica-
16 tions and ramifications of each policy issue.

17 The dangers inherent in a large staff to an elected
18 official must also be considered. It is quite possible that a
19 staff, once recruited and given the sanctions of the city's highest
20 office, will see its mission principally as serving the best
21 interests of the office holder, helping the incumbent to maintain
22 control over the office, and facilitating the mayor's rise to higher
23 office. Of course it is not inconceivable that the city's best
24 interests and a mayor's political interests in higher office may be
25 compatible. Presumably, a mayor who sees his or her mission as the
26 highest possible service to the community will believe that such
27 service will be rewarded by elevation to higher office. Conversely,
28 poor service to the community may result in the incumbent's interest

1 in securing the office of mayor for as long a period of time as
2 possible.

3 It may not be inappropriate to suggest that the highest
4 public office in our culture is elective office at the local
5 government level. The local government is the level where the
6 delivery of governmental services occurs, and thus the level where
7 the greatest skills of diplomacy, sensitivity and responsiveness
8 are required. Officials in higher offices (thorough the offices
9 of county supervisor, state assemblyperson, state senator, congress-
10 man, and U.S. Senator) are increasingly and proportionately removed
11 from the people, although their status may appear to increase.
12 (One may speculate that successful candidates for such higher
13 offices - offices that are legislative by their nature - generally
14 fail as executives and political leaders when they assume the more
15 complex and difficult duties of an elected executive.)

16 With the multitude of opportunities available to elected
17 municipal officials in California (both newly elected and
18 incumbents) for education and insights from national organizations
19 studying and supporting local governments, the League of California
20 Cities and several area institutions of higher education, it will
21 be difficult for a full-time mayor of Long Beach to ignore or be
22 ignorant of the major differences between technical/management
23 matters and political/policy matters.. It can be assumed that an
24 alert public will also recognize and monitor the actions of a full-
25 time mayor. Given the above, a full-time mayor will probably
26 refrain from interfering with a city manager and with the management
27 staff.

28 The type of policy leadership that is needed and that can

1 be provided by a full-time mayor is considerably different in its
2 nature and scope from the professional leadership provided by a
3 city manager in his or her relationship with the management staff.
4 A city manager is a professional trained in the art and science of
5 public administration by virtue of education and experience. A
6 mayor is a citizen, generally with long-standing roots and a
7 record of service and public spirited deeds. A city manager
8 may, and frequently does, move from city to city in a career ladder
9 format (three-fourths of the city managers are appointed from
10 other cities), while a mayor, like most local elected officials,
11 is a relatively permanent member of the community. The salary
12 of the city manager, reflecting his professional and mobile status,
13 is relatively high in public service employment. In larger cities
14 salaries are over \$50,000, while the mayor's salary will be
15 considerably less; and much less than the salaries paid to dozens
16 of department and division heads, and many other professionals
17 in the jurisdiction. This seemingly inequitable relationship is
18 entirely appropriate, however. It reflects the established duties
19 of professionals practicing public administration in similar cities
20 throughout the Nation. The same skills in management and administ-
21 ration can be applied in most communities. A major difference
22 may be in scale, or in the knowledge, accumulated over time, of the
23 political system in any particular community. But in large measure,
24 the public administrator is a professional, and in local government,
25 the city manager is the principal professional.

26 The skills and requisite knowledge of a mayor, however, can-
27 not be taught, cannot be transferred from community to community,
28 cannot be cataloged and described in text books or case books, and

1 cannot be applied to a job description. The position of mayor
2 cannot be subject to civil service rules and merit system rules,
3 and most importantly, in a council-manager city, the mayor is not
4 a member of top management, and his or her presence as a full-time
5 official does not lessen or strengthen the city's executive manage-
6 ment or preserve or threaten the professional character of the
7 city's administration.

8 The basic and crucial question is whether an increased
9 salary for the mayor is warranted, and whether the status of the
10 accompanying full-time role of the mayor will create a potential
11 source of interference with the status and duties of the city
12 manager. There is no assurance that a person elected to the full-
13 time position of mayor will not, in the euphoria that is the
14 frequent companion to electoral victory, assume that he or she has
15 suddenly obtained all the skills and knowledge that his or her
16 counterpart in the city manager's office has accumulated over a 20
17 or 30 year period as a professional public administrator. But a
18 major purpose of this report is the attempt to illustrate the purely
19 political and policy determining (and social) duties of a mayor in
20 a council-manager city.

21 Aside from the elemental but elusive distinction between
22 policy and administration, the responsibilities and duties of a
23 mayor and city council are numerous. Particularly when elected
24 directly by the people, the mayor has the opportunity to exercise
25 a significant community leadership role. The mayor can be, and
26 probably should be, the most frequent representative of the city in
27 intergovernmental relationships, and with other similarly elected
28 mayors, can fulfill a leadership role at the state and federal

1 levels.

2 Perhaps the most difficult task in an urban environment is
3 to gage the changes taking place and to anticipate and promote new
4 and adequate responses. This task requires skills in sensing
5 public opinion, and frequently, skills in generating public support
6 for needed programs that can demand increased taxes when public
7 opinion may be demanding decreased spending. This is a delicate
8 process that requires an understanding of citizen thinking both on
9 a city-wide basis and on a neighborhood by neighborhood basis. The
10 multiplicity of human relationships, economic interests and social
11 needs involved in the selling of public programs is complex. In a
12 city as diverse as Long Beach, only a full-time mayor can generate
13 the necessary city-wide public support for needed new services,
14 or the discontinuation of programs no longer needed or bypassed in
15 comparative need by new demands.

16 Although the line between policy and implementation is
17 frequently blurred, and the existence of a full-time mayor's part-
18 icipation in policy leadership may appear to threaten, at times,
19 the posture and programs of a city manager, the correct question
20 should be whether the citizens' best interest (both immediate and
21 long-range) are being served, i.e., whether the structure of the
22 city's government at any given time assures responsiveness to the
23 people. If the elected officials do not and cannot respond ade-
24 quately to the challenges offered, if they cannot find the means of
25 effective policy making and policy leadership, then the solution
26 may be a full-time mayor for the City of Long Beach. If there is
27 agreement that there is a need for a continuing examination of
28 issues from the perspective of providing policy leadership -- from

1 the perspective of comprehensive analysis and decisions regarding
2 the expenditure of funds for desired programs rather than in the
3 management of those programs -- then the creation of a full-time
4 mayor in Long Beach should be considered as a solution to the
5 question of developing an adequate and effective balance between
6 management and elected officials, as a means of maintaining an
7 accountable check on the affairs of the city.

8 H. Recommendations and Proposed City Charter Amendments

9 The purpose of this part of the report is to state the
10 recommendations of the Task Force regarding changes in the Office
11 of Mayor. Due to the possibility that a brief and isolated state-
12 ment may be misleading, recommendations are followed by proposed
13 City Charter amendments. The amendments are offered as illustra-
14 tions of the intent inherent in the recommendations.

15 RECOMMENDATIONS - Election of Mayor At-Large:

16 1. When viewed as evidence of the preferred model of
17 selecting the office of mayor, it is clear that the larger cities
18 in the Nation as well as in California have found election of the
19 mayor directly by the people to be a more desirable arrangement
20 than the practice of selection from among councilmembers. The
21 City Charter should be amended to provide for the election of the
22 mayor directly by the people, and that the term of office for the
23 mayor be four years.

24 2. The election of the mayor directly by the people requires
25 that candidates for the position run in a city-wide, at-large
26 election. The City Charter should be amended to provide for a
27 nominations process in an at-large, city-wide election, and for
28 the election of the mayor in an at-large, city-wide election from

1 among the two candidates receiving the largest number of votes in
2 the nomination election.

3 3. The election of the mayor in an at-large, city-wide election
4 will require that the present number of nine Councilmanic Districts
5 either be increased to 10 or be decreased to eight. To maintain
6 the existing number of votes on the Council (nine), the existing
7 Councilmanic Districts should be expanded in size and population,
8 and decreased in number to eight.

9 PROPOSED CITY CHARTER AMENDMENTS TO

10 IMPLEMENT RECOMMENDATIONS 1, 2 AND 3.

11 Resolution of the City of Long Beach . . . , to amend the
12 Charter of the City of Long Beach, by Repealing and Re-enacting
13 with Amendments Section 1a, title "Political Subdivision of the
14 City of Long Beach"; Section 12, title "Legislative Department";
15 Section 13, title "Creation of the City Council"; Section 14,
16 title "Term of City Council"; Section 15, title "Vacancies"; Section
17 16, title "The Officers of the City"; Section 30, title "Special
18 Residential Qualifications for Citycouncilmembers"; Section 48,
19 title "Nominations"; Section 49, title "Provision for General
20 Municipal Election"; and Section 84, title "Election of Mayor", to
21 provide that the Office of Mayor be filled by election of the
22 citizens in a city-wide, at-large election / and that the election
23 of the Mayor be preceded by a city-wide, at-large nominating
24 election providing for election of the candidate receiving a
25 majority of the votes cast for all candidates or for the selection
26 of the two candidates receiving the highest number of votes cast
27 for the Office / and that the number of Councilmanic Districts be
28 decreased to eight / and that the term of the Office of Mayor be

1 increased to four years / and that the term of City Council shall
2 be construed to include the Offices of Mayor and Citycouncil-
3 members.

4
5 Be it resolved and ordained by the Council of the City of Long
6 Beach, California that the Charter of the City of Long Beach shall
7 be amended by repealing and reenacting with amendments Section 1a.
as follows (double parenthesis (()) indicates matter stricken,
underscore _____ indicates new matter):

8 POLITICAL SUBDIVISION OF THE CITY OF LONG BEACH

9 Sec. 1a. The number of political subdivisions, known as
10 districts, into which the City of Long Beach may be divided is here-
by fixed at ((nine (9))) eight (8). Whenever any territory shall
11 be hereafter annexed to the City of Long Beach, the Planning
Commission of said City shall ascertain the number of inhabitants
12 in such annexed territory and report thereon to the City Council;
if such report shows that such annexed territory contains less than
13 ten thousand (10,000) inhabitants, the City Council shall, by
ordinance, alter the boundaries of existing districts so as to
14 include such annexed territory in one or more existing districts
adjoining such annexed territory; if such report shows that such
15 annexed territory contains ten thousand (10,000) or more inhabitants,
the Planning Commission of said City shall ascertain the number of
16 inhabitants of each existing district and report thereon to the
City Council, and the City Council shall, by ordinance, redistrict
17 the City into ((nine (9))) eight (8) districts, each having
approximately an equal number of inhabitants. During the year 1955,
and at intervals of five (5) years thereafter, the Planning
18 Commission of said City shall ascertain the number of inhabitants
in each of said districts and report thereon to the City Council;
19 if such report shows that said districts are not approximately
equal in number of inhabitants, the City Council shall, by
20 ordinance, redistrict the City into ((nine (9))) eight (8) dis-
tricts, each having approximately an equal number of inhabitants.
21 Notwithstanding the foregoing provisions of this section, the City
Council may at any time direct the Planning Commission of said City
22 to ascertain the number of inhabitants in each of said districts
and report thereon to the City Council; if such report shows that
23 said districts are not approximately equal in number of inhabitants,
the City Council shall, by ordinance, redistrict the City into
24 ((nine (9))) eight (8) districts, each having approximately an
equal number of inhabitants. ((All members of the City Council))
25 Citycouncilmembers in office at the time of any alteration of the
boundaries of districts or any redistricting of the City shall
26 continue in office until their successors shall be appointed or
elected and qualified.

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1 City Council. Such special election shall be held, either city-
2 wide to fill the vacated office of the Mayor, or within such dis-
3 trict, to fill a vacated Citycouncilmember seat, in the manner to
be provided by the City Council by resolution.

4 No person appointed as a successor to serve during the remainder
5 of a term in the City Council in which a vacancy occurs shall be
6 designated as an incumbent, a ((member of the City Council)) City-
7 councilmember, the Mayor, ((a City Council member)), or other
8 designation indicating incumbency, for purposes of the next
9 primary and general elections for ((members of the City Council))
10 the offices of Mayor or Citycouncilmember.

11 QUORUM

12 Sec. 16. A majority of the ((councilmen)) City Council in
13 office shall constitute a quorum for the transaction of business,
14 but a less number may adjourn from time to time, or may compel
15 the attendance of ((other members)) the Mayor or Citycouncil-
16 members in such manner and under such penalties as those present
17 may prescribe; and shall hold public meetings at least once a week
18 for the transaction of business; and no legislation shall be enacted
19 except at public meetings.

20 THE OFFICERS OF THE CITY

21 Sec. 28. The officers of the City of Long Beach shall be:

22 ELECTIVE:

23 ((Nine members of the City Council)) The Mayor and eight (8)
24 Citycouncilmembers,
25 City Attorney,
26 City Auditor,
27 City Prosecutor.

28 APPOINTIVE BY CITY COUNCIL:

City Clerk,
City Manager, and
Five members of the Civil Service Board.

APPOINTIVE BY CITY MANAGER:

City Accountant,
City Engineer,
City Health Officer,
City Purchasing Agent,
City Tax Collector,
City Treasurer,
Chief of Fire Department,
Chief of Police,
Director of Public Service,
Librarian
Superintendent of Building and Safety,

1 Superintendent of Water Department,
2 Superintendent of Public Recreation,
3 Five members of Harbor Commission,
4 Seven members of the City Planning Commission, and
5 Five members of the Water Board,
6 also such other officers as may be provided for under the general
7 laws of the State of California, or the ordinances of the City.

8 SPECIAL RESIDENTIAL QUALIFICATIONS FOR 9 MAYOR AND CITYCOUNCILMEMBERS

10 Sec. 30. To be eligible to nomination or election to the
11 office of Mayor, the person nominated or elected must have been
12 a resident of the City of Long Beach for at least thirty (30)
13 days next preceding the first day upon which candidates are per-
14 mitted to file nominating petitions for such office with the
15 City Clerk.

16 To be eligible to nomination or election to the office of
17 Citycouncilmember ((member of the City Council)), the person
18 nominated or elected must have been a resident of the district
19 from which he or she is nominated or elected for at least thirty
20 (30) days next preceding the first day upon which candidates are
21 permitted to file nominating petitions for such office with the
22 City Clerk.

23 In the event any ((member of the City Council)) Citycouncil-
24 member shall remove his or her residence from the district from
25 which he or she was nominated, elected or appointed, during his
26 or her term of office, such removal shall not operate to cause a
27 vacancy in his or her office as a ((member of the City Council))
28 Citycouncilmember.

29 NOMINATIONS

30 Sec. 48. Candidates for elective offices, except for the
31 offices of ((member of the City Council)) Citycouncilmembers,
32 to be voted for at any general election, shall be nominated by
33 the City at-large at the primary nominating election and candidates
34 for the offices of ((member of the City Council)) Citycouncil-
35 member to be voted for at any general municipal election, shall be
36 nominated by the respective district to be represented, at a
37 primary nominating election.

38 PROVISION FOR GENERAL MUNICIPAL ELECTION

39 Sec. 49. Candidates for elective offices, except for the
40 offices of ((members of the City Council)) Citycouncilmember,
41 shall be voted for by the electorate at-large. Candidates for the
42 offices of ((members of the City Council)) Citycouncilmember
43 shall be voted for by the electorate of the respective district to
44 be represented. In the event that no candidate for nomination to
45 an elective office receives a majority of the votes cast for all
46 candidates for nomination to such office at any primary nominating
47 election, the two candidates receiving the highest number of votes
48

1 for any given office at the primary election shall be the
2 candidates and the only candidates for such office whose name shall
3 be printed upon the ballots to be used in the general municipal
4 election.

5 ((ELECTION OF MAYOR))

6 ((Sec. 84. At the first meeting of the City Council the
7 members shall elect one member thereof as president of the City
8 Council, who shall be designated as the "Mayor of the City of
9 Long Beach," and the said member so elected shall serve as such
10 Mayor for the term of three years, and until his successor is
11 so elected and qualified.))

12 RECOMMENDATIONS - FULL-TIME STATUS OF MAYOR:

13 4. The office of the mayor of Long Beach should be considered full-
14 time and the charter amended to recognize the full-time nature of
15 the duties of the office. The Charter should be amended to
16 specifically restrict outside reimbursed activities by the full-
17 time mayor.

18 PROPOSED CITY CHARTER AMENDMENT TO IMPLEMENT RECOMMENDATION 4.

19 Resolution of the City of Long Beach . . ., to amend the
20 Charter of the City of Long Beach, by Repealing and Re-enacting with
21 Amendments Section 36, title "Officials to Give Entire Time to City
22 During Business Hours, With Certain Exceptions", to provide that
23 the Mayor devote his or her entire time during business hours to
24 the duties of the Office of Mayor and that the Mayor shall not
25 engage in any other business or practice during his or her tenure
26 of Office.

27 OFFICIALS TO GIVE ENTIRE TIME TO CITY
28 DURING BUSINESS HOURS, WITH CERTAIN EXCEPTIONS

29 Sec. 36. All elective and appointive officials, their assist-
30 ants, deputies and clerks, and other employees of the City shall
31 devote their entire time during business hours to the duties of
32 their respective offices, or employment; The Mayor, the City
33 Attorney, the City Prosecutor, the City Auditor, the City Manager
34 and the General Managers of the Water Department and the Harbor
35 Department shall not engage in any other business or practice
36 during their respective tenure of office or employment; provided,

1 however, that ((the members of the City Council)) Citycouncil-
2 members and the members of any commission or commissions that may
3 have been heretofore or may be hereinafter created by the City
4 Charter or by the City Council or by ordinance, shall be and are
5 specifically exempted from the provisions of this section; and
6 provided, further, that the provisions of this section shall not
7 be applicable to ((to)) higher professional or technical assistants
employed by the City Council to assist or advise any of the depart-
ments of the City. Any ordinance adopted by the City Council
regulating the employment of officers and employees of the City
outside business hours shall be applicable to, and binding upon,
officers and employees of the Harbor Department, Water Department
or any other department of the City.

8 RECOMMENDATIONS - COMMENSURATE SALARY OF MAYOR:

9 5. The salary of the mayor should reflect the full-time status
10 and responsibility of the office, and be increased to a minimum
11 of \$20,000. .

12 PROPOSED CITY CHARTER AMENDMENT TO IMPLEMENT RECOMMENDATION 5:

13 Resolution of the City of Long Beach . . . , to amend the
14 Charter of the City of Long Beach, by Repealing and Re-enacting
15 with Amendments Section 34, title "Salary of Mayor and Citycouncil-
16 members", to provide that the Mayor be paid an annual salary of
17 \$20,000 / and that each Citycouncilmember be paid an annual
18 salary of \$7,000.

19
20 Be it resolved and ordained Section 34:

21 SALARY OF MAYOR AND CITYCOUNCILMEMBERS

22 Sec. 34. The Mayor and each ((member of the City Council))
23 Citycouncilmember shall receive ((a salary the amount of which
24 shall be determined in the manner and-by the schedule in Section
25 36516 of the Government Code of the State of California as now
26 set forth therein or as it may hereafter be amended by the State
27 Legislature.)) in full compensation for all services of every
28 kind whatever rendered, the following salaries: the Mayor shall
receive \$20,000 per annum; each Citycouncilmember shall receive
\$7,000 per annum. The salary may be increased or decreased as
provided in Sections 36516 and 36516.2 of said Government Code
as now set forth therein or as such sections may thereafter be
amended by the State Legislature.

1 RECOMMENDATIONS - COMMENSURATE SALARY OF PART-TIME MAYOR:

2 6. If there is a determination that the office of mayor should not
3 be full-time, then the charter should be amended to provide for an
4 increase in salary for the mayor over the salary received by
5 council members, reflecting the additional duties of the office,
6 as recognized in the majority of American council-manager cities.
7 The salary of the part-time mayor should be increased to \$9,000,
8 an amount comparable to salaries paid to other part-time mayors
9 in council-manager cities with a population similar to that of
10 Long Beach.

11 PROPOSED CITY CHARTER AMENDMENT TO IMPLEMENT RECOMMENDATION 6:

12 Resolution of the City of Long Beach . . . , to amend the
13 Charter of the City of Long Beach, by Repealing and Re-enacting
14 with Amendments Section 34, title "Salary of Mayor and Citycouncil-
15 members", to provide that the Mayor be paid an annual salary of
16 \$9,000 / and that each Citycouncilmember be paid an annual salary
17 of \$7,000.

18
19 Be it resolved and ordained Section 34 :

20 SALARY OF MAYOR AND CITYCOUNCILMEMBERS

21 Sec. 34. The Mayor and each ((member of the City Council))
22 Citycouncilmember shall receive ((a salary the amount of which
23 shall be determined in the manner and by the schedule in Section
24 36516 of the Government Code of the State of California as now set
25 forth therein or as it may hereafter be amended by the State
26 Legislature.)) in full compensation for all services of every kind
27 whatever rendered, the following salaries: the Mayor shall receive
28 \$9,000 per annum; each Citycouncilmember shall receive \$7,000
per annum. The salary may be increased or decreased as provided in
Sections 36516 and 36516.2 of said Government Code as now set
forth therein or as such sections may thereafter be amended by the
State Legislature.

1 SECTION III. ANALYSIS AND CHARTER AMENDMENT RECOMMENDATIONS ---
2 THE CITY COUNCIL: FULL-TIME STATUS AND COMMENSURATE SALARY

3 A. Introduction

4 Citycouncilmembers in Long Beach are nominated and
5 elected by District, a procedure which appears to assure a
6 representative and effective legislative body. District election
7 tends to offer the most effective means for neighborhoods to
8 communicate with and participate in a relatively large-scale
9 centralized city government.

10 , Given a focus on the structure of government, the Task
11 Force did not examine the organization of the Council, its rules
12 of order, or procedures for adopting ordinances. There is the
13 assumption, however, that the City Council will adopt procedures
14 for the selection from its membership of a mayor pro-tem to serve
15 as the presider of the City Council when the Mayor cannot attend.
16 The principal areas examined by the Task Force were questions
17 regarding the need (and feasibility) of a full-time City Council
18 and an appropriate and commensurate salary level for Citycouncil-
19 members. Guided by prudence, practicality and precedent, the
20 Task Force relied heavily on the practices of other council-
21 manager cities for its conclusions. Very little support for the
22 full-time council is available from other communities, although
23 Task Force members were sensitive to the many contributions a
24 full-time council could make to a goal of more responsive govern-
25 ment. Following are the findings of the Task Force regarding the
26 two principal areas of study.

27
28 / / /

1 B. Comparative Salaries and Full-Time Status

2 Despite the major contributions made to effective
3 representation by Citycouncilmembers, only three cities
4 (100,000 population or larger) among the 70 in the Nation examined
5 consider their councils full-time: Cincinnati, Rochester and San
6 Diego. (The only charter cities in California with full-time
7 councils other than San Diego are San Francisco and Los Angeles,
8 both employing mayor-council forms of government). The average
9 salary for full-time council members in the above three council-
10 manager cities is \$13,341. The average salary for the remaining
11 67 part-time councils is \$4,327. In California, with the
12 exception of San Diego, San Francisco and Los Angeles, salaries
13 for part-time councils in the remaining 73 charter cities are
14 lower than the relatively meager salaries paid to council members
15 in Long Beach. While the arguments supporting a full-time
16 City Council may be valid, the sense of the Task Force was that
17 they are not as compelling as the arguments favoring a full-time
18 mayor, and that the question of a full-time City Council should
19 be the subject of a continuing study in the light of future
20 experience with the full-time mayor. As a means of initiating
21 this study, the following arguments are offered as a recognition
22 of future needs of the City.

23

24 I. Overview of Policy Implications

25 Possibly because of current Federal initiatives requiring
26 citizen participation and input in the public decision-making
27 process, and possibly because recent disclosures of local activities
28 have resulted in a climate of citizen distrust in the capabilities

1 of government, there is evidence of citizen support for more
2 responsibility by council members in the development and
3 implications of city policies.

4 Full-time council members would undoubtedly devote a
5 greater number of hours to the analysis of data and recommendations
6 presented by the management staff. This greater effort should
7 result in a more comprehensive analysis of alternative policy
8 options and the adoption of the best policies for the city's
9 general welfare.

10 A full-time council would permit a better opportunity
11 for a continuing determination as to how well programs are being
12 implemented, or managed. A feedback mechanism for the review of
13 city programs would produce corrective action by management, and
14 a focus for City Council review in the annual budget process.
15 There would be even greater demands on a full-time Council than
16 may be the case presently. Members would be torn between a desire
17 to respond to citizen demands and wishes, to arbitrate conflicting
18 interests, and to study conscientiously problems facing the City
19 with a decision on the best course of action for the general wel-
20 fare of the community. A city as large and diverse as Long Beach
21 will continue to generate problems that require considerable
22 study, explanation, and policy leadership for resolution. The
23 City Council, to be effective, would necessarily need to devote -
24 as individuals - adequate time to understand city problems, select
25 alternative options, educate the citizens, develop support groups
26 of citizens, and select an appropriate course of action. The
27 responsibility for policy leadership in a council-manager city
28 belongs to the City Council. If the City Council cannot

1 collectively find the time to carry out its role of policy
2 leadership, then a solution may be that the City Council should
3 be full-time.

4 5 2. Assistance to the Public

6 Making the City Council full-time would permit more
7 immediate citizen access to individual councilmembers. Increased
8 access will result in a potential for more immediate response to
9 citizen inquiries about city activities. Many citizens (and
10 many councilmembers) view the citycouncilmember as an extension
11 of the citizen, rather than as an individual free to interpret
12 the best interests of the people and to be responsive to citizen
13 input only at election time when issues and platforms are debated
14 (and the winning candidate thus has a mandate for the remainder of
15 the term). Supporters of the former approach to representative
16 government see the role of councilmember as one which requires
17 personal and immediate attention to the inquiries of the voter.
18 Councilmembers representing populations with continuing contacts
19 with public agencies may view their roles in this way, and will
20 maintain that the need for direct service to a demanding public
21 requires a staff of assistants and ready access to the manage-
22 ment staff and operating departments. Recognition of this role
23 and meeting its demands will have a greater likelihood of ful-
24 fillment if councilmembers are elected to full-time positions,
25 with commensurate salaries.

26 27 3. Greater Visibility in Intergovernmental Affairs

28 The last decade of Federalism and Grantsmanship has

1 changed drastically the interrelationships of all cities with their
2 neighboring communities, their state governments and the Federal
3 government. Local elected officials now play an important part
4 in the intergovernmental arrangements that make possible the
5 funding for a large number of services, and that facilitate the
6 delivery of a large number of services. The various boards and
7 commissions that govern and advise such activities require
8 attendance and attention by local elected officials. For the
9 most part, such participation by councilmembers has been on a
10 voluntary basis, requiring more than the one or two days of time
11 generally considered necessary for "city business" by the general
12 public. Such commitments of time are not seen as significant
13 sacrifices for the councilmember with independent means, but for
14 the individual with full-time employment or a business responsi-
15 bility requiring a full-time commitment, contributions of time on
16 the scale required are measured in terms of sacrifice and service.

17 Much of the policy making activities of the state and
18 national leagues of cities also require participation and commit-
19 ment of time by local elected officials. The need to set state
20 and national goals and to pursue needed legislation requires the
21 sensitivity and participation of the local elected official who
22 can determine the pulse of the citizen. Legislation designed
23 to raise revenue must be measured against both the public's need
24 and its willingness to be taxed. Testimony by local elected
25 officials before committees of state or federal elective officials
26 has great weight and credibility and there is reason to anticipate
27 that participation by local elected officials in both the policy
28 development phase and the legislative enactment phase will help to

1 make their respective communities more visible, will generate
2 commitments to their communities by the program specialists who
3 will manage the newly enacted programs, and will generally result
4 in continuing support, both fiscal and programmatic, for necessary
5 local activities.

7 4. Increased Citizen Participation

8 The consensus of the Task Force is that there is an
9 increasing need for citizen involvement in the affairs of the city,
10 that the input of citizens is appropriate and desirable, and
11 that an increase in the level of interaction between city govern-
12 ment and the citizen is also desirable. A full-time council would
13 result in an increase in the number of meetings with citizens, an
14 increase in the number of citizen support groups, a greater
15 opportunity for input in city deliberations by citizens, a stronger
16 sense of City Council accountability to the public, a greater
17 sense of assurance by the public that councilmembers are indeed
18 interested and concerned about the future of the city, and a
19 greater sense of "community" and "togetherness" in local public
20 affairs.

22 C. Analysis of Findings

23 A number of arguments have been raised against a full-
24 time city council in Long Beach. At issue may be the sense that
25 service on a city council is essentially a volunteer activity,
26 a social responsibility by citizens who desire to give some of
27 their time as a public service. Thus, maintaining a full-time
28 council, with commensurate pay, would change the nature of the

1 position from a basically volunteer community service mode to a
2 full-time professional activity. A full-time council would
3 possibly attract individuals who will view political office as
4 their principal occupation, and who will view the city council as
5 a stepping stone to higher, or more visible, political office.

6 The general public appears to be of the opinion that
7 members of the council are primarily engaged in outside full-time
8 employment, a business or a profession, and that they serve on the
9 council principally because of a personal sense of duty and a need
10 to perform a public service. However, many councilmembers have
11 been able to devote their energies to the office on a basis that
12 might be construed as full-time. Many have been retired business
13 people, housewives and individuals with part-time incomes, who
14 have the time necessary to perform their official tasks as council-
15 persons on a basis that generally only individuals who are con-
16 sidered full-time can perform.

17 Many proponents of the part-time council maintain that
18 a full-time council would produce pressure for costly aides or
19 assistants to perform the staff work that will be generated by
20 a greater involvement of the councilmember in policy analysis
21 and policy leadership, citizen responsiveness, and participation
22 in intergovernmental organizations. A larger personal staff would
23 possibly mean the establishment of a group with primary respon-
24 sibility and loyalty to the individual councilmember, a situation
25 that appears to some as the genesis of a political machine. There
26 is a concern that a larger personal staff may, in its desire to
27 be responsive to the councilmember's constituency, issue
28 directives to the city manager's staff and other city employees,

1 or request detailed reports from them. Such a state would
2 clearly present a situation of open interference with the
3 management function and a general deterioration of the manager's
4 role and authority. Directives or requests for detailed reports
5 should be distinguished from requests by councilmembers or their
6 aides to management staff or employees for information. The
7 latter practice is widely accepted in council-manager cities
8 as a proper and convenient means of obtaining data. Where the
9 request involves more than a simple answer which can be supplied
10 quickly, the proper procedure is to make the request to the city
11 manager.

12 There is a disparity between the views of city employees
13 and those of some citizens concerning the adequacy of citizen
14 access in the governmental process of decision making and
15 service delivery. During recent years, citizens have reported a
16 sense of frustration in their contacts with city processes, a
17 feeling that the city leadership was not focused, a lack of
18 responsiveness, and an inability to solve major problems. A new
19 professionally maintained, city management staff will correct
20 many of these impressions. A full-time mayor will provide a focus
21 for policy leadership on a city-wide basis. The remaining question
22 is whether a part-time council can adequately and effectively pro-
23 vide the mechanism needed for redressing citizen grievances, pro-
24 vide an institutional channel for the development and communication
25 of District or neighborhood needs and goals, and serve as an
26 effective means of influencing the well-being and future of their
27 Districts and reducing feelings of remoteness from the "downtown"
28 civic center. If a part-time City Council cannot adequately serve

1 to fulfill these needs, or cannot appropriately remove the
2 citizens' view that City government is unresponsive, then the
3 solution will be changing the City Council from a part-time
4 body to a full-time, more representative and more effective
5 legislative body.

6

7 D. RECOMMENDATIONS

8 RECOMMENDATION -- FULL-TIME COUNCIL:

9 7. After fully considering the question of full-time versus
10 part-time City Council, it is recommended that due to the exten-
11 sive changes already occurring in the process of city government
12 and recommended by the Task Force that the question of a full-
13 time versus part-time City Council remain open for further study
14 by the City Council and/or citizen groups in the future.

15

16 8. The current salary level of Long Beach Citycouncilmembers
17 appears to be appropriate, based on a study of comparable cities
18 with part-time Councils. However, in conformance with other
19 recommendations regarding an appropriate salary for the Mayor, a
20 base salary of \$7,000 for Citycouncilmembers should be
21 established.

22

23 PROPOSED CITY CHARTER AMENDMENT

24 TO IMPLEMENT RECOMMENDATION 8:

25 Resolution of the City of Long Beach . . . , to amend the
26 Charter of the City of Long Beach, by Repealing and Re-enacting
27 with Amendments Section 34, title "Salary of Mayor and Citycouncil-
28 members", to provide that the Mayor be paid an annual salary of

1 \$20,000 / and that each Citycouncilmember be paid an annual salary
2 of \$7,000.

3
4 Be it resolved and ordained Section 34:

5 SALARY OF MAYOR AND CITYCOUNCILMEMBERS

6 Sec. 34. The Mayor and each ((member of the City Council))
7 Citycouncilmember shall receive ((a salary the amount of which
8 shall be determined in the manner and by the schedule in Section
9 36516 of the Government Code of the State of California as now
10 set forth therein or as it may hereafter be amended by the State
11 Legislature.)), in full compensation for all services of every
12 kind whatever rendered, the following salaries: the Mayor shall
13 receive \$20,000 per annum; each Citycouncilmember shall receive
14 \$7,000 per annum. The salary may be increased or decreased as
15 provided in Sections 36516 and 36516.2 of said Government Code
16 as now set forth therein or as such sections may thereafter be
17 amended by the State Legislature.

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1 SECTION IV - ANALYSIS OF DATA REGARDING SALARIES AND STATUS OF
2 MAYORS AND CITY COUNCIL MEMBERS IN CALIFORNIA CHARTER
3 CITIES AND AMERICAN COUNCIL-MANAGER CITIES

4 A. Introduction

5 The following analysis is based on data presented in
6 Appendices I and II. The data was collected by the Task Force
7 from charters forwarded from the 77 California Charter Cities and
8 from telephone and mail surveys directed to the 70 American
9 council-manager cities with populations over 100,000. The size
10 limitation in the latter category was set on the decision that
11 the greater majority of cities with populations less than 100,000
12 would be significantly different from Long Beach in population,
13 public services offered, and social and political involvement.

14
15 B. Direct Election of the Mayor

16 In the majority of American Cities with the council-
17 manager form of government, the office of mayor is filled by
18 direct election of the people. This is true in 51 percent, or
19 890 of 1,734 council-manager cities reported in the 1976 Inter-
20 national City Management Yearbook.

21 An analysis of the 70 American council-manager cities
22 with populations of 100,000 or greater indicates that the larger
23 the population of a city, the greater the likelihood that the
24 office of mayor will be filled by direct election of the people.
25 In the population category of 500,000 or more, 100 percent of
26 American council-manager cities (five cities) elect their mayor
27 directly. Sixty percent, or 9 of 15 cities in the population
28 category of 250,000-500,000 elect their mayors directly. Seventy-four

1 percent, or 37 of 50 city-manager cities with a population of
2 100,000-250,000, elect their mayors directly. (See Appendix I.)

3 National patterns regarding the selection or election
4 of the office of mayor tend to be repeated among California
5 cities. Among the 71 charter cities in California that employ
6 the council-manager form of government, in 35 cities the mayor is
7 elected directly by the people. Following national patterns, the
8 larger the population of California council-manager charter cities,
9 the greater the likelihood the mayor will be elected directly by
10 the people. Among the five council-manager cities in California
11 with a population of 250,000 or greater, only in Long Beach is
12 the mayor appointed. In 6 of the 11 council-manager charter cities
13 with populations of 100,000 to 250,000, the mayor is elected
14 directly by the people. In 13 of the 28 council-manager charter
15 cities in the population category of 50,000-100,000, the mayor is
16 elected directly by the people. Among the 14 smaller cities with
17 populations between 25,000 and 50,000, 6 elect their mayors
18 directly. Six of 13 cities with populations under 25,000 elect
19 their mayors directly.

20 C. Comparative Salaries for the Full-Time Office of Mayor

21 A review of salaries paid to mayors in both California
22 and other American cities suggests that there is a direct rela-
23 tionship between the size of salary for the mayor and the status
24 of the office as a full-time position. Six of the 77 California
25 Charter Cities provide for a full-time mayor, four of these cities
26 are larger than Long Beach (Los Angeles, San Francisco, San Diego,
27 and Oakland), two are smaller (Riverside and San Bernardino).

28 Three of the six cities with full-time mayors have the

1 council-manager form of government (San Diego, Oakland and
2 Riverside). The average current salary for the full-time mayor
3 in the above six California cities is \$33,488 (in a range from
4 a high of \$55,000 for the mayor of Los Angeles to a low of
5 \$15,000 for the mayor of Oakland). Looking at the salaries of
6 only the three cities with a council-manager form of government,
7 the average current salary is \$20,278 (San Diego has the highest
8 salary, \$25,000 and Oakland the lowest, \$15,000). If San
9 Bernardino (with a salary of \$32,000) were to be considered a
10 council-manager city (technically it is a mayor-council city with
11 a chief administrative officer, although the latter is designated
12 a city administrator), the average salary for a full-time mayor in
13 the four cities would be \$23,206.

14 Among the larger American cities with the council-manager
15 form of government (above 100,000 population), 14 (in an array of
16 70) consider their mayor as full-time. Salaries in these cities
17 range from a high of \$35,000 in Albuquerque, New Mexico (population
18 244,297) to a low of \$8,000 in Savannah, Georgia (population
19 118,344). Other cities in this category are Columbus, Ohio
20 (\$26,500), Lexington-Fayette, Kentucky (\$25,000), San Diego, Cali-
21 fornia (\$25,000), Toledo, Ohio (\$23,000), Allentown, Pennsylvania
22 (\$22,500), Riverside, California (\$20,000), Grand Rapids, Michigan
23 (\$18,000), Hartford, Connecticut (\$17,000), Oakland, California
24 (\$15,000), Phoenix, Arizona (\$15,000), Rochester, New York (\$15,000)
25 and Peoria, Illinois (\$12,000). The average salary for the full-
26 time mayors in the 14 above cities is \$19,822, slightly less than
27 the average of \$20,278 for the three California council-manager
28 cities with full-time mayors.

1 D. Comparative Salaries of Part-Time Mayors

2 In 54 percent of the California Charter Cities where the
3 mayor is considered part-time, the salary for the mayor is set at
4 a higher scale than is the case for councilmembers. This
5 distinction is increased to 75 percent of the American council-
6 manager cities where the mayor is considered part-time.

7 There is a considerable range of salaries among cities with
8 part-time mayors. The diversity of salaries apparently reflects
9 the many different perceptions of local needs and expectations.
10 But some characteristics may be relevant and certainly useful for
11 analysis'. The average salary for part-time mayors among the 71
12 California charter cities is \$2,988, including eight cities that
13 do not pay a salary, and one that pays \$1.00. Excluding the non-
14 paying cities, the average increases to \$3,368. However, the
15 range for all cities is from a high of \$19,968 for the part-time
16 mayor of San Leandro to \$240 for the part-time mayors of Visalia
17 and Albany. Among the 71 California charter cities with populations
18 over 100,000 and with part-time mayors, the average salary is
19 \$3,924, ranging from a high of \$7,200 in San Jose, Fresno and
20 Berkeley, to a low of \$900 in Stockton.

21 The average salary for part-time mayors in American
22 council-manager cities with populations of 100,000 or more is
23 \$7,203, almost twice as high as the California charter cities in
24 the same category. Not including three cities that do not pay
25 their part-time mayors increases the average to \$7,470. Again, the
26 range is considerable, from a high of \$25,000 for the part-time
27 mayor of Kansas City to \$480 to the part-time mayor of Fort Worth.
28 Among American council-manager cities with populations of 250,000

1 or more, the average salary for the part-time mayor is \$8,945 (not
2 including Long Beach). The range is from a high of \$25,000 in
3 Kansas City to a low of \$480 in Fort Worth.

4 5 E. Full-Time Status of Mayor-Comparisons

6 Among the seven California charter cities with populations
7 over 250,000, 57 percent consider their mayors full-time. Among
8 the 19 California charter cities with populations over 100,000,
9 31 percent consider their mayors as full-time.

10 Among council-manager cities in America with populations
11 of 100,000 or greater, cities with full-time mayors account for
12 20 percent, or 14 of 70 cities. Ten of these 14 cities are smaller
13 in population than Long Beach. In the 250,000 or larger category,
14 the percentage of American council-mayor cities with full-time
15 mayors increases to 26 percent, or 5 of 19 cities.

16 17 F. Comparative Salaries of Council Members in California

18 Among the 77 charter cities in California, only three (the
19 three largest California charter cities) - Los Angeles, San
20 Francisco, and San Diego - provide for a full-time council.
21 Salaries for councilmembers in these cities range from \$33,000 in
22 Los Angeles, \$17,000 in San Diego, to \$9,600 in San Francisco. The
23 average salary for councilmembers in the three cities is \$19,866.

24 Salaries in all the remaining 74 California charter cities,
25 all with part-time councils, are less than the salaries paid to
26 councilmembers in Long Beach. Following is a summary of the 74
27 California charter cities, by population category.

28 There are four California cities within the population

1 range of 250,000-500,000. They pay their part-time councilmembers
2 an average salary of \$5,253 (including Long Beach, which pays
3 \$6,614).

4 The 12 California charter cities in the 100,000-250,000
5 population range pay their part-time councilmembers an average
6 salary of exactly \$2,400 (ranging from a high of \$6,000 in River-
7 side to a low of \$600 in San Bernardino).

8 The 28 California charter cities in the population range
9 of 50,000-100,000 pay their part-time councilmembers an average
10 salary of \$2,497 (ranging from a high of \$5,400 in Hayward to \$0
11 in the cities of Salinas and Santa Rosa).

12 The 30 California Charter Cities in the population range
13 of 50,000 or less pay their part-time councilmembers an average
14 salary of \$826 (ranging from \$3,144 in San Rafael to \$0 in seven
15 cities).

16 Among the 70 larger cities in the Nation that have council-
17 manager forms of government (100,000 population or larger), only
18 three consider their councilmembers full-time: San Diego, with
19 a population of 696,566, Cincinnati, with a population of 452,000,
20 and Rochester, with a population of 296,233. Salaries for council-
21 members in the 67 council-manager cities with part-time councils
22 range from a high of \$12,000 in Austin to \$0 in four cities.

23 There are five council-manager cities in the population
24 range of 500,000-1,000,000. Four of the five have part-time
25 councils. The four pay their councilmembers an average salary
26 of \$3,935, ranging from \$7,500 in Phoenix to \$1,040 in San Antonio.

27 The average councilmember salary for the 14 council-
28 manager cities in the population range of 250,000-500,00 is \$6,418.

1 Among the 14 cities, salaries range from a high of \$15,525 in
2 Cincinnati (with full-time councilmembers) to \$480 in Fort Worth.
3 Excluding the full-time councilmember cities in this population
4 category (Cincinnati and Rochester), the average salary for part-
5 time councilmembers in the 12 remaining cities in this category
6 is \$5,569.


7 The average salary for councilmembers in the remaining
8 51 council-manager cities -- in the population category of 100,000-
9 250,000 -- is \$4,164, ranging from a high of \$10,000 in Yonkers to
10 a low of \$0 in 4 cities.

11

12 Subcommittee Members:

13 Dr. Mel Powell
14 Charles Acosta
15 William Barnes
16 William Copeland
17 Frank Dandrew

Respectfully Submitted,


CLYDE L. BRONN,
Chairman, Mayor's Task Force on
New Directions

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APPENDIX I

AMERICAN COUNCIL-MANAGER CITIES - 100,000 POPULATION & LARGER (As of March 25, 1977)
MAYOR'S TASK FORCE ON NEW DIRECTIONS FOR LONG BEACH

TOTAL CITIES = 70

TOTAL CITIES = 70													
	STATE	POPULATION (1970)	ELECTION METHOD		MAYOR			TOTAL NUMBER	ELECTION METHOD		COUNCIL		
			DIRECT	APPOINTED	FULL-TIME	TERM OF OFFICE	ANNUAL SALARY		AT-LARGE	BY DISTRICT	FULL-TIME	TERM OF OFFICE	ANNUAL SALARY
POPULATION 500,000-1,000,000													
1. Dallas	Texas	844,189	X		N	2	\$ 2,400	11	(2)X	(8)X	N	2	\$ 2,400
2. San Diego	California	696,566	X		Y	4	25,000	9	X		Y	4	12,000
3. San Antonio	Texas	654,289	X		N	2	3,000	9	X		N	2	1,040
4. Phoenix	Arizona	581,600	X		Y	2	15,000	7	X		N	2	7,500
5. Kansas City	Missouri	507,488	X		N	4	25,000	13	X	X	N	4	4,800
POPULATION 250,000-500,000													
6. Cincinnati	Ohio	452,550		X	N	2	19,000	7	X		Y	2	15,525
7. San Jose*	California	446,504	X		N	4	7,200	7	X		N	4	4,800
8. Fort Worth	Texas	393,463	X		N	2	480	9	X		N	2	480
9. Toledo	Ohio	384,015	X		Y	2	23,350	9	X		N	2	7,800
10. Oklahoma City	Oklahoma	366,734	X		N	4	2,000	9		X	N	4	1,040
11. Oakland*	California	361,613	X		Y	4	15,000	9	(1)X	(7)X	N	4	6,000
12. Long Beach	California	358,673		X	N	4	6,614	9		X	N	4	6,614
13. Miami	Florida	335,354	X		N	2	7,500	5	X		N	4	5,000
14. Norfolk	Virginia	307,951		X	N	4	7,200	7	X		N	4	4,800
15. Rochester	New York	296,233		X	Y	4	15,000	9	X	X	Y	4	7,500
16. Wichita	Kansas	276,699		X	N	1	12,500	5	X		N	4	7,500
17. Tucson	Arizona	263,933	X		N	2	14,400	7	X		N	2	7,200
18. Sacramento*	California	254,364	X		N	4	3,600	9		X	N	4	3,600
19. Austin	Texas	251,817	X		N	2	12,000	7	X		N	2	12,000

			MAYOR					COUNCIL						
	STATE	POPULATION (1970)	DIRECT	ELECTION METHOD APPOINTED	FULL-TIME	TERM OF OFFICE	ANNUAL SALARY	TOTAL NUMBER	AT-LARGE	ELECTION METHOD BY DISTRICT	FULL-TIME	TERM OF OFFICE	ANNUAL SALARY	
POPULATION 100,000-250,000														
20.	Richmond	Virginia	250,238		X	2	\$ 7,200	9		X		2	\$ 6,000	
21.	Albuquerque	New Mexico	244,274	X		Y	4	35,000	9		X	N	4	3,600
22.	Dayton	Ohio	244,214	X			4	9,000	5	X		N	4	6,000
23.	Charlotte	No. Carolina	241,215	X		N	2	11,000	9	X (1)X ¹		N	2	4,500
24.	St. Petersburg	Florida	216,067	X		N	2	10,000	7	X		N	4	7,500
25.	Corpus Christi	Texas	204,590	X		N	2	8,000	7	X		N	2	5,000
26.	Yonkers	New York	204,298	X		N	2	16,500	13		X	N	2	10,000
27.	Des Moines	Iowa	200,772	X		N	4	6,000	7	(2)X (4)X		N	4	4,000
28.	Grand Rapids	Michigan	197,534	X		Y	4	18,000	7		X	N	4	9,500
29.	Worcester	Mass.	176,603		X	N	2	12,500	9	X		N	2	7,500
30.	Arlington County	Virginia	174,161		X	N	4	8,000	5	X		N	4	6,000
31.	Virginia Beach	Virginia	172,106		X	N	2	8,000	11	(4)X (7)X		N	4	4,800
32.	Spokane	Washington	170,516	X		N	4	9,000	7	X		N	4	4,500
33.	Anaheim*	California	166,118	x		N	2	2,400	5	X		N	4	1,200
34.	Fresno*	California	165,972	X		N	4	7,200	7	X		N	4	3,600
35.	Hartford	Connecticut	158,017	X		Y	2	17,500	9	X		N	2	4,000
36.	Santa Ana*	California	156,520		X	N	2	2,400	7	X		N	4	1,800
37.	Tacoma	Washington	154,555	X		N	4	18,000	9	(3)X (5)X		N	4	3,600
38.	Columbus	Ohio	154,098	X		Y	4	26,500	10	(6)X (4)X		N	4	6,000
39.	Lubbock	Texas	149,101	X		N	2	900	5	X		N	4	400
40.	Greensboro	No. Carolina	144,245	X		N	2	8,400	7	X		N	2	3,600
41.	Riverside*	California	139,769	X		Y	4	20,827.44	7		X	N	4	6,000

			MAYOR				COUNCIL					
STATE	POPULATION (1970)	DIRECT	ELECTION METHOD APPOINTED	FULL-TIME	TERM OF OFFICE	ANNUAL SALARY	TOTAL NUMBER	AT-LARGE	ELECTION METHOD BY DISTRICT	FULL-TIME	TERM OF OFFICE	ANNUAL SALARY
POPULATION 250,000-500,000 Con't.												
42. Fort Lauderdale	Florida	139,543		X	N	2 \$ 3,600	5	X		N	2 \$ 3,600	
43. Newport News	Virginia	138,177		X	N	4 7,200	7	X		N	4 4,800	
44. Colorado Springs	Colorado	135,017	X ²		N	4 -0- ³	9	(4)X	(5)X	N	4 -0- ³	
45. <u>Torrance</u> *	California	134,507	X		N	4 3,000	7	X		N	4 1,800	
46. Winston-Salem	No. Carolina	132,901	X		N	4 10,000	9		X	N	4 5,100	
47. <u>Glendale</u> *	California	132,774		X	N	1 1,800	5	X		N	4 1,800	
48. Little Rock	Arkansas	132,482		X	N	2 -0-	7	X		N	4 -0-	
49. Amarillo	Texas	127,049	X		N	2 5,200	5	X		N	2 5,200	
50. Peoria	Illinois	126,964	X		Y	4 12,000 ⁴	9	(3)X	(5)X	N	4 4,800	
51. Las Vegas	Nevada	125,641	X		N	4 15,000	5		X	N	4 6,000	
52. <u>Garden Grove</u>	California	122,560	X		N	2 7,200	5	X		N	4 4,800	
53. Raleigh	No. Carolina	122,133	X		N	2 6,000	8	(2)X	(5)X	N	2 3,600	
54. Hampton	Virginia	121,128		X	N	2 6,000	7	X		N	4 4,800	
55. Springfield	Missouri	120,128		X	N	2 -0-	9	X	X	N	4 -0-	
56. Savannah	Georgia	118,344	X		Y	4 8,000	7	X		N	4 3,600	
57. <u>Berkeley</u> *	California	116,689	X		N	4 7,200	9	X		N	4 3,600	
58. <u>Huntington Beach</u> *	California	115,988		X	N	1 2,100	7		X	N	4 2,100	
59. Beaumont	Texas	115,965	X		N	2 1,800	5	X		N	2 1,500	
60. Columbia	So. Carolina	113,542	X	N	4	12,000	5		X	N	2 9,000	
61. <u>Pasadena</u> *	California	113,254		X	N	1 3,000	7	X		N	4 3,000	
62. Independence	Missouri	111,589	X		N	4 15,000	7	(2)X	(4)X	N	4 7,200	
63. Portsmouth	Virginia	110,963	X		N	4 4,200	7	X		N	4 3,600	

		STATE	POPULATION (1970)	ELECTION METHOD		MAYOR		TOTAL NUMBER	ELECTION METHOD		COUNCIL		ANNUAL SALARY
				DIRECT	APPOINTED	FULL-TIME	TERM OF OFFICE		AT-LARGE	BY DISTRICT	FULL-TIME	TERM OF OFFICE	
POPULATION 250,000-500,000													
64.	Alexandria	Virginia	110,938	X		N	3	\$ 8,200	7	X	N	3	\$ 7,600
65.	Allentown	Pennsylvania	109,521	X		Y	4	22,500	7	X	N	4	2,900
66.	Lexington-Fayette	Kentucky	108,185	X		Y	5	25,000	15	(3)X (12)X	N	2 ⁵	6,000
67.	Stockton*	California	107,459	X		N	2	900	9		X	4	900
68.	Hollywood	Florida	107,117	X		N	4	3,000	5	X	N	4	2,400
69.	<u>Fremont</u>	California	100,875		X	N	1	3,600	5	X	N	4	3,600
70.	Ann Arbor	Michigan	100,105	X		N	2	10,000	11		X	2	-0-

* California Charter Cities

___(Underlined) All California Cities.

¹District Election issue on Spring 1977 ballot.

²In 1979 Mayor will be directly elected by the voters.

³Spring 1977 ballot measure to allow the mayor \$10,000 and council \$8,000 salaries.

⁴Salary for mayor would be approximately \$25,000 but current mayor requests only \$12,000. The position would normally be considered a full-time job.

⁵Two year terms for the 12 district-elected members and four year terms for the at-large members.

APPENDIX II

CALIFORNIA CHARTER CITIES

March 25, 1977

M/C: Mayor/Council
 C/M: Council/Manager
 C/A: Council/Administrator

MAYOR'S TASK FORCE ON NEW DIRECTIONS FOR LONG BEACH

TOTAL CITIES = 77

TOTAL CITIES = 77									COUNCIL						
POPULATION *	COUNTY	INC. DATE	DIRECT	ELECT. METHOD APPOINTED	FULL-TIME	TERM OF OFFICE	ANNUAL SALARY	TOTAL NUMBER **	AT-LARGE	ELECT. METHOD BY DISTRICT	FULL-TIME	ANNUAL SALARY	FORM OF GOV'T.	TERM OF OFFICE	
POPULATION OVER 1,000,000															
Los Angeles	2,816,061	L.A.	1850	X	Y	4	55,000	15		X	Y	33,000	M/C	4	
POPULATION 500,000-1,000,000															
San Francisco	716,687	S.F.	1850	X	Y	4	53,106	9	X		Y	9,600	M/C	4	
San Diego	754,300	S.D.	1850	X	Y	4	25,000	8	X		Y	17,000	C/M	4	
POPULATION 250,000-500,000															
San Jose	495,200	Santa Clara	1850	X	N	4	7,200	6	X		N	4,800	C/M	4	
Oakland	362,100	Alameda	1852	X	Y		15,000	8	X	X	N	6,000	C/M	4	
Long Beach	361,000	L.A.	1897		X	N	4	6,614.88	9		X	6,614.88	C/M	4	
Sacramento	257,105	Sacramento	1850	X		N	4	3,600	8		X	3,600	C/M	4	
POPULATION 100,000-250,000															
Anaheim	186,200	Orange	1850	X		N	2	2,400	4	X		1,200	C/M	4	
Fresno	176,800	Fresno	1876	X		N	4	7,200	6	X		3,600	C/A	4	
Santa Ana	170,000	Orange	1885		X	N	2	2,400	6	X		1,800	C/M	4	
Riverside	145,900	Riverside	1886	X		Y	4	20,827	7		X	6,000	C/M	4	
Huntington Beach	143,500	Orange	1883		X	N	1	2,100	6		X	2,100	C/A	4	
Torrance	137,790	L.A.	1909	X		N	4	3,000	6	X		1,800	C/M	4	
Glendale	134,238	L.A.	1921		X	N	1	1,800	4	X		1,800	C/M	4	
Stockton	117,900	San Joaquin	1906	X		N	2	900	8		X	900	C/M	4	
Berkeley	113,165	Alameda	1850	X		N	4	7,200	8	X		3,600	C/M	4	
Pasadena	113,327	L.A.	1878		X	N	1	3,000	6	X		3,000	C/M	4	
San Bernardino	106,014	San Bernardino	1886	X		Y	4	32,000	7		X	600	C/A	4	
Sunnyvale	104,900	Santa Clara	1869		X	N	1	3,600	6	X		2,400	C/M	2	

MAYOR								COUNCIL						
POPULATION (1973)	COUNTY	INC. DATE	ELECT. METHOD		FULL-TIME	TERM OF OFFICE	ANNUAL SALARY	TOTAL NUMBER	ELECT. METHOD		FULL-TIME	ANNUAL SALARY	FORM OF GOV'T.	TERM OF OFFICE
			DIRECT	APPOINTED					AT-LARGE	BY DISTRICT				
POPULATION 50,000-100,000														
Hayward	96,000	Alameda	1876	X	N	4	12,000	6	x		N	5,400	C/M	4
Santa Clara	92,100	Santa Clara	1852	X		N	4	12,000	6	X		2,400	C/M	4
Inglewood	89,985	L.A.	1908	X		N	4	3,600	4		X	3,600	C/A	4
Santa Monica	89,366	L.A.	1886		X	N	2	1,200	6	X		600	C/M	4
Burbank	88,659	L.A.	1911		X	N	4	1,800	4	X		1,800	C/M	4
Downey	87,765	L.A.	1956		X	N	1	2,400	4	X	X	1,800	C/M	4
Pomona	87,384	L.A.	1888	X		N	2	4,800	4	X		2,400	C/A	4
Richmond	80,800	Contra Costa	1905		X	N	4	3,000	8	X		3,000	C/M	4
San Mateo	79,881	San Mateo	1894		X	N	4	1,800	4	X		1,200	C/M	4
Compton	78,000	L.A.	1888	X		N	4	4,800	4	X		3,600	C/M	4
Bakersfield	76,100	Kern	1898	x		N	4	6,000	7		X	1,300	C/M	4
Modesto	75,301	Stanislaus	1884	X		N	4	1,200	6	X		1,200	C/M	4
Vallejo	74,800	Solano	1868	X		N	4	7,200	6			3,600	C/M	4
Alameda	74,500	Alameda	1854	X		N	4	2,400	4	X		1,200	C/M	4
Chula Vista	74,160	San Diego	1911	X		N	4	6,000	4	X		4,432.32	C/M	4
Whittier	73,400	L.A.	1898		X	N	2	3,600	4	X		3,600	C/M	4
Santa Barbara	71,500	Santa Barbara	1850	X		N	4	9,000	6	X		4,800	C/A	4
San Leandro	68,700	Alameda	1872	X		N	4	19,968	6		X	3,000	C/M	4
Ventura	62,400	Ventura	1866		X	N	2	4,200	6	X		3,000	C/M	4
Alhambra	62,125	L.A.	1903		X	N	1	900	4	X		600	C/M	4
Salinas	61,200	Monterey	1874		X	N	2	0	4	X		0	C/M	4
Santa Rosa	60,600	Sonoma	1868		X	N	1	0	4	X		0	C/M	4
Mountain View	59,500	Santa Clara	1902		X	N	1	3,750	6	X		3,000	C/M	4

MAYOR									COUNCIL							
POPULATION (1973)	COUNTY	INC. DATE	ELECT. METHOD		FULL-TIME	TERM OF OFFICE	ANNUAL SALARY	TOTAL NUMBER	ELECT. METHOD		ANNUAL SALARY	FORM OF GOV'T.	TERM OF OFFICE			
			DIRECT	APPOINTED					AT-LARGE	BY DISTRICT						
POPULATION 50,000-100,000 Con't.																
Mountain View	\$ 59,500	Santa Clara	1902		X	N	1	3,750	6	X		N	3,000	C/M	4	
Redondo Beach	59,081	L.A.	1892	X			N	4	3,000	6			N	3,000	C/M	4
Newport Beach	57,165	Orange	1906		X		N	2	3,600	6	X		N	3,600	C/M	4
Palo Alto	56,040	Santa Clara	1894		X		N	4	3,000	8	X		N	3,000	C/M	4
Redwood City	55,750	San Mateo	1868		X		N	2	1,800	6	X		N	1,800	C/M	4
POPULATION 25,000-50,000																
Arcadia	46,100	L.A.	1903		X		N	1	2,400	4	X		N	2,400	C/M	4
San Rafael	44,673	Marin	1874	X			N	4	4,692	4	X		N	3,144	C/M	4
Napa	40,176	Napa	1872	X			N	4	2,892	4	X		N	2,982	C/M	4
Cerritos	37,739	L.A.	1956		X		N	1	2,400	4	X		N	2,400	C/M	4
Culver City	37,600	L.A.	1917		X		N		2,400	4	X		N	2,400	C/CA	4
Santa Cruz	34,500	Santa Cruz	1866		X		N	1	1,200	6			N	600	C/M	4
Visalia	32,850	Tulare	1874		X		N	2	240	4	X		N	240	C/M	4
San Luis Obispo	32,250	San Luis Obispo	1856	X			N	2	3,000	4		X	N	1,800	C/A	4
Temple City	31,118	L.A.	1960		X		N	1	0	4	X		N	0	C/M	4
Petaluma	30,050	Sonoma	1858	X			N	4	480	6	X		N	240	C/M	4
Merced	28,000	Merced	1889	X			N	2	500	6	X		N	240	C/M	4
Placentia	27,450	Orange	1926		X		N	2	600	4	X		N	300	C/M	4
Seal Beach	27,400	Orange	1915		X		N	1	0	4		X	N	0	C/M	4
Monterey	26,950	Monterey	1889	X			N	2	0	4	X		N	0	C/M	4

									COUNCIL						
	POPULATION (1973)	COUNTY	INC. DATE	DIRECT	ELECT. METHOD APPOINTED	FULL-TIME	TERM OF OFFICE	ANNUAL SALARY	TOTAL NUMBER	AT-LARGE	ELECT. METHOD BY DISTRICT	FULL-TIME	ANNUAL SALARY	FORM OF GOV'T.	TERM OF OFFICE
POPULATION UNDER 25,000															
Eureka	\$ 24,337	Humbolt	1856	X		N	4	2,100	5	X		N	1,200	C/M	4
Chico	21,300	Butte	1872		X	N	2	1,020	6	X		N	720	C/M	4
Roseville	19,950	Placer	1909		X	N	2	1,320	4	X		N	720	C/M	4
Pacific Grove	17,992	Monterey	1889	X		N	2	2,700	6	X		N	900	C/M	4
Tulare	17,425	Tulare	1888		X	N	4	0	4	X		N	0	C/M	4
Watsonville	16,350	Santa Cruz	1868	X		N	4	1,250	6	X		N	50	C/M	4
Albany	14,667	Alameda	1908		X	N	4	240	4	X		N	240	C/A	4
Gilroy	14,400	Santa Clara	1870	X		N	4	1,800	6	X		N	1,200	C/A	4
Porterville	13,100	Tulare	1902		X	N	2	600	4			N	480	C/M	4
Los Alamitos	12,175	Orange	1960		X	N	1	1,800	4	X		N	1,800	C/M	4
Piedmont	10,917	Alameda	1907		X	N	2	0	4	X		N	0	M/C	4
Marysville	9,600	Yuba	1851		X	N	1	450	4	X		N	450	M/C	4
Oroville	7,536	Butte	1906	X		N	4	1,800	6	NA		N	0	C/A	4
Grass Valley	5,059	Nevada	1861		X	N	4	300	4	X		N	300	M/C	4
Del Mar	4,475	San Diego	1959		X	N	1	0	4	NA		N	0	C/M	4
Needles	4,175	San Bernardino	1913	X		N	2	1.00	6	NA		N	1	C/M	4

*Population is a 1973 estimate.

**Does not include mayor as council member. Add 1 to all even numbers to include mayor as council member.

Sources: California Roster 1973
California Yearbook 1976
Telephone Survey, March 1977

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